Human Performance Improvement— A Transformation
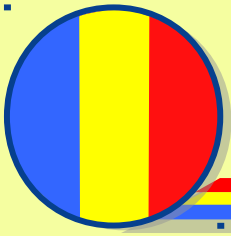
Presenters

NJ Townsley and William Melton

USA HQ Training and Doctrine Command

Fort Monroe, VA
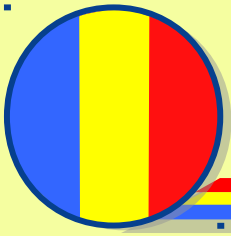
Purpose

Provide information on the transformation of the Staff and Faculty to Performance Improvement Centers in the

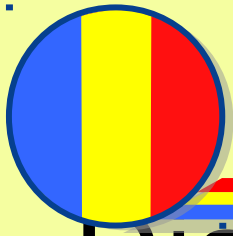US Army's Training and Doctrine Command (TRADOC) Service Schools

The TRADOC School System

33 Service Schools

16 Installations
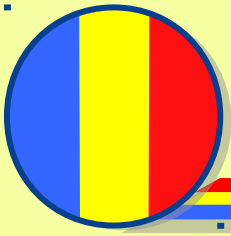
Discussion--Transforming to HPI

- Clarifies TRADOC's mission focus
- Focuses attention to solutions and outcomes
- Solves performance problems vs developing training solutions
- Facilitates performance gap interventions across DOTML-PF

DOTML-PF SOLUTION SETS

- Doctrine
- Organization
- Training
- Materiel
- Leadership (and Education)
- Personnel
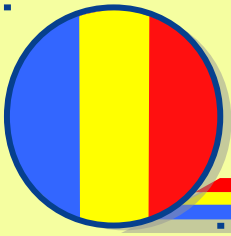- Facilities

Why Staff and Faculty?

- Model the Roles of HPI and TD

- Conduct formative testing for new technologies Sustain training for new instructional technologies

- Build a cadre with intellectual capital and skills to apply HPI approach to performance issues

Discussion –HPI vs Traditional Trainer Role

Element	Traditional Trainer Role	Performance Practitioner Role
Focus	Identifies and addresses **learning need** of people.	Identifies and addresses **performance needs** of people.

Discussion –HPI vs Traditional Trainer Role

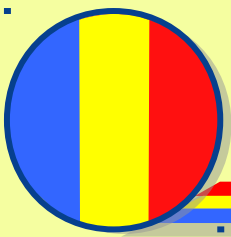| Element	Traditional Trainer Role	Performance Practitioner Role
Output	**Produces structured learning** experiences such as training programs **Views training as an end**	Provides services that assist in **improving performance**. … include formation of **performance models (that is, performance needed to achieve business goals**)

09/04/16
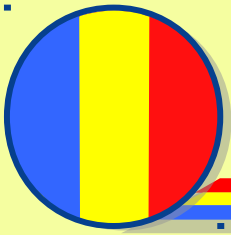
Discussion –HPI vs Traditional Trainer Role

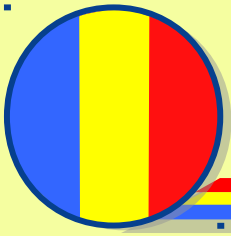| Element	Traditional Trainer Role	Performance Practitioner Role
Accountability	**Held accountable for training activity**. Measures include number of participants, days of instruction….	**Held accountable for….** **improving the performance of people** in the organization.
Measures	Training evaluations are completed for	The result of actions are measured for

09/04/16

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Discussion –HPI vs Traditional Trainer Role

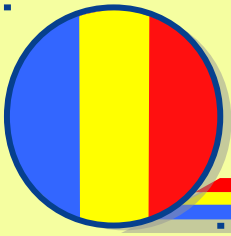| Element	Traditional Trainer Role	Performance Practitioner Role
Assessments	…typically identify **only training needs**	… **determine performance gaps and reasons for gaps**…
Relationship to Goals	**Training function is viewed as a cost** (not an investment).	**The function is viewed as producing measurable results**, … a high linkage to

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Discussion– What's in a Name?

- Fatal Flaw: Selling a process for 25 years:

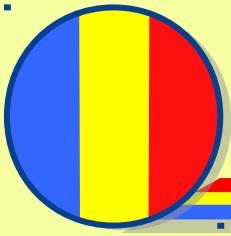   "Systems Approach to Training"

- Training Development is not about a process—it is about improving the performance of soldiers and the sustaining base that supports them

- HPI articulates what we do!

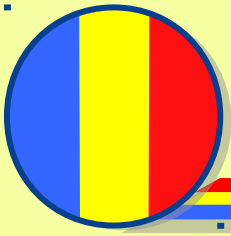# "SAT Process" Becomes Invisible When HPI Appears

- HPI fully utilizes the SAT process with added dimensions of
  - Success measured by impact on organization's business goals—less process clutter
  - Return on investment
  - Raising the options for non-training solutions
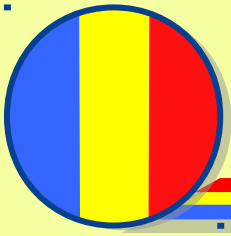
Building HPI Culture

- • Strategic Partnerships
  - – T&D industry -- American Society for Training Development
  - – International Society for Performance Improvement
  - – Coast Guard
  - – Navy

Leadership Buy-In

- Minimal resource impact

- Minimal turbulence in TRADOC schools

- Maximum monitoring by HQ assets

- ROI

Buy In!

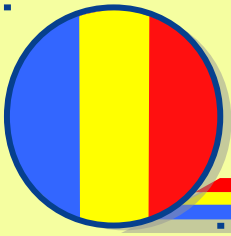- ✓ ASTD's HPI Certification

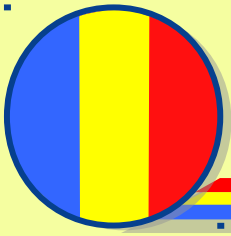- ✓ Facility review for executing distance training at the workplace but away from the workstation

First Performance Improvement Centers
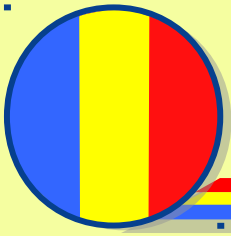- ✓ Fort Eustis, VA
- ✓ Fort Leonard Wood, MO

DISCUSSION?
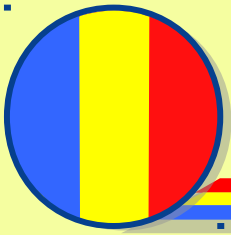
For Information – Call:

757-788-2174

757-788-5582

Training Development and Delivery Directorate (TDADD)

HQ US Army Training and Doctrine Command,
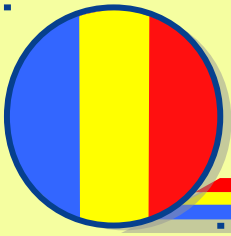
Deputy Chief of Staff for Operations and Training

EXTRA ADDED ATTRACTIONS….

Definition of Human Performance Improvement (HPI)

- Human performance improvement is the systematic process of:
  - discovering and analyzing important human performance gaps,
  - planning for future improvements in human performance,
  - designing and developing cost-effective and ethically justifiable interventions to close performance gaps,
  - implementing the interventions, and
  - evaluating the financial and non-financial results.

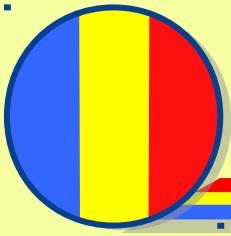   William J. Rothwell in *ASTD Models for Human Performance Improvement*

Principles of HPI within S&F Transformation

- Train performance improvement skills to Warfighting developers

- Analyze performance problems

  – Design and develop interventions

  – Evaluate outcomes (financial and non-financial)

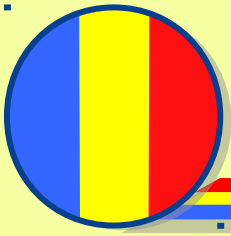 ***Speak the language of the Resource Managers!***

DOTML-PF Impacts

- *Doctrine* **change to HPI from SAT**
- *Organization* **change to Performance Improvement Centers of Excellence**
- *Training* **focuses on performance results, not SAT process**
- *Materiel* **Performance Improvement Centers of-Excellence models use of high and lo-tech options to overcome inertia in information age training and delivery**
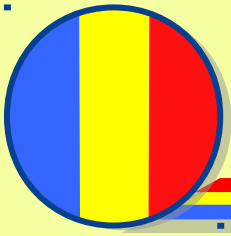
DOTML-PF Impacts, con't

Materiel PIC-E models to overcome inertia in DL

- – **CLXXI capability dedicated for Staff training**
- – **Technologies modeled in practice will help reduce turbulence in workforce**

Leadership **from HQ thru PIC**

Inject rapid change via DL facilities and PIC-E

- – **Filter "training solutions" to ensure training is best solution**
- – **Establish a Learning Organization culture to gather best solutions from all sources, boardroom to boiler room**

DOTML-PF Impacts, con't

***Personnel* Cadre of HPI Practioners**

Facilities

Ergonomically designed to facilitate collaboration

Workplace vs workstation